

DIRECTOR OF CENTRAL INTELLIGENCE

Science and Technology Advisory Panel

LOGGED

8 March 1982  
STAP-0002/82

RADM John L. Butts  
Commander, Naval Intelligence Command  
4600 Silver Hill Road  
Washington, D.C. 20389

Dear John:

I very much appreciate your arranging for [ ] and me to meet with Captain Wright and Commander Slack to discuss the IAIPS program. Commander Slack provided an excellent briefing, and both were very helpful in answering our questions.

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As a result of the briefing and my discussions with MITRE personnel working on the project and with the SDC program manager, Oliver and I have a few impressions with respect to the program and its future. I must emphasize tha these are impressions only. We have not conducted a thorough STAP review of the project such as we have done for SAFE over the past two years.

- o We know of no system of complexity comparable to IAIPS that has been brought into operation from scratch. During our discussions on IAIPS there was a brief mention that there was a possibility that the project might be restructured. We believe that such a restructuring should be seriously considered. In particular, we believe that an approach that deals with parts of the problem is probably less likely to lead to schedule delays and cost overruns than attempting to bring the entire system on-line at one time. We recognize that considerations other than technical and management may make such a restructuring impossible.
- o We urge that analysts be given hands-on experience with even a very primitive version of the system and then a continuing analysis of analyst experience be carried on. [ ] and I as well as two other members of STAP have been involved in the design and implementation of similar but much simpler systems. It is our view that analyst feedback can lead to design modifications that enhance the system's capabilities. I note that it is our impression that the project management shares this view.

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- o We do not share the project management's confidence that the system can successfully deal with [ ] and other compartmented information as well as non-compartmented information. However, we have not reviewed the requirements in this area and would reserve judgement pending a more detailed study if that should be desired.
- o We are concerned that the development of the PERT materials has been slow and so far only by subsystems and without cost data. At this point, the PERT activities have not progressed far enough to attempt to define "optimal paths". These concerns are coupled to the view that restructuring of the program should be seriously considered.
- o Given the system's inherent complexity, we believe you should anticipate further costs and schedule shifts either if the program is continued on the current course, or if it is restructured. As noted above, it is our view that there is a greater probability that costs and schedules can be maintained if the program is restructured.

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Once again, I emphasize that these are only our preliminary views. If you believe that STAP can be of assistance in the future, I hope very much that you will call on us.

Sincerely,

[Redacted Signature]

Chairman

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SUBJECT: IAIPS

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